

**SECRET**

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FEB 10 1950

Assistant Director for Collection  
and Dissemination  
Assistant Director for Operations  
Requirements

Reference: AD/OCD's letter to Executive, Assistant Directors and COAPS,  
24 January 1950, subject: Requirements.

1. The impression of harmonious inter-office agreement by which the reference memorandum supports itself compels me to record a conviction that heretofore I have presented only orally, and in scattered memoranda dealing with specific collection cases, particularly those which asked for information already available within the Government. That conviction is that coordination of requirements must be more than "brokerage" if the Central Intelligence Agency is to be really central.

2. Despite some over-all improvement in requirements during the past year, we feel that the problem still has serious implications for this office, and should not be dismissed without further study. The suggestion by the Management Officer of a CIA-IAC standing committee on the subject may not be the most workable solution, as you indicate, but we feel that any attempts toward remedial action are preferable to a laissez-faire policy.

3. Foreign Documents Division has been relatively successful in obtaining, through OCD from ONE and OSI, coordinated guide-type requirements geared particularly to the exploitation of foreign press and periodical material. The requirements problem of this division is primarily one of priorities. With a limited number of personnel, qualified in any one foreign language, it is virtually impossible to fulfill all the specific CIA-IAC requests for exploitation or translation in the same foreign language within the given deadlines. The situation is further complicated by the fact that the requestor may not know the intelligence value or importance of the foreign document to be translated until it is gone over by someone who knows the language.

4. The allocation of priorities and workload to fulfill requests received through OCD from the various IAC agencies is also made more difficult by the translation service (in the same languages) rendered on a different basis to ONE and OSI. The direct system arranged with OPC and OSC raises additional problems in priorities. The result is that the division can rarely satisfy all of its customers, that the backlog increases, and that the status report shows material overdue. Representatives of the Management Office are at present discussing the situation with the Chief, FDD.

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5. The less complex problem of requirements for the [REDACTED] has been solved, largely by the authorization of direct liaison between the Division and the CIA-IAC consumers.

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5X1A 6. In regard to the Contact Division, however, our contention is that there are two possible approaches to the preparation of requirements appropriate to its mission, that the more effective of these approaches is not being utilized fully, and that this deficiency seriously interferes with the confidence which [redacted] sources must feel in CIA if the Contact Division is to operate effectively. 25X1A

25X1A 7. The first of the two possible approaches, in our opinion, is on-the-spot preparation of individual requirements for specific sources of opportunity. With minor exceptions this type of requirement--formulated for the most part by ORE--has been satisfactory.

[redacted]

25X1A 9. Attendant upon the lack of comprehensive requirements for major sources is the lack of intra-Government research to determine what information already exists in Government files. Consequently, [redacted] Division have suggested with embarrassing frequency that CIA thoroughly utilize the information that industry already has provided to the U.S. Government before the Government asks for more. Under these circumstances their suggestion that CIA is just one more intelligence agency, rather than the heralded "coordinator", is difficult to rebut.

10. In summary, we strongly disagree with your assumption that when an analyst asks for information it is "safe to assume that he does so because the information is not available in Washington". So uncalculated an indication as the evaluations on CIA's intelligence information reports illustrates the alarmingly wide variance of familiarity with information already of record within the Government. We furthermore believe that very few of the analysts themselves would support your assumption. We are prepared to cite specific instances when the information did exist in Washington, if you believe that these details have any bearing on the general problem.

25X1A 11. In conclusion, we propose that comprehensive IAC requirements be formulated for one [redacted] and that the experience gained from such formulation then be extended to other [redacted] which are a also major potential producers of intelligence information. It would be our understanding that such formulation would include two steps: (a) establishing, in concert, the facts that all of the IAC agencies need to know from [redacted] then (b) determining what parts of that information are already filed here in Washington. Not until then would we ask our sources for information which might involve considerable research to bring existing records up to date. We would 25X1A 25X1A

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be delighted to participate in such coordinated IAC agency action, and are prepared to loan at least one employee who is a practical [REDACTED] [REDACTED] Although I agree with you that committee action on matters of this kind, which would seem to me to be best handled by your Liaison Division, should be avoided if possible, I am ready to supply a Contact Division representative to any standing committee to coordinate current requirements if that is the only way of obtaining our objective.

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cc: Executive

AD/AE

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AD/OSO

AD/XI

CGA/PS

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SECRET (When Filled In)

LA OR COUNTRY(S)	ORGANIZATION(S)	FUNCTION(S)	DOC DATE CLASS
HQ	Management OO ORE	DDP	10 Feb
	OSI OCD		1950
	IAC		
	COAPS		

IDENTIFICATION OF DOCUMENT

Memo from George G. Carey, Assistant Director for Operations to Assistant Director for Collection and Dissemination. Subject: Requirements. (Ref: AD/OCD's letter to Executive, Assistant Directors and COAPS, 24 Jan 1950. Subject: Requirements)

ABSTRACT NOTATION REFERENCES

Disagrees with basic premise of ref that coordination of requirements for exploitation of [REDACTED] is only a "brokerage" job. In some instances, "on-the-spot individual requirements" and allocation of priorities is all that is needed. There is, however, on occasion, a need for preparation of comprehensive, coordinated requirements for complex areas, e.g. the [REDACTED]. A concurrent problem is lack of intra-Government research to determine what research already exists in Government files.

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